

Strategic Plan for Leander Fire Department
2009-2012



Joint Project from Leander Fire Administration, Leander
Volunteer Fire Department, Inc., and Leander Professional
Firefighters Association

Strategic Planning Documents

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FIRE DEPARTMENT

DEPARTMENT DESCRIPTION

Leander Fire Department is a value driven organization that is in place to protect the lives and property of the area from fire and/or other types of disaster. The Fire Department takes its ability to promote the general welfare of the community seriously by serving the community to the best of our abilities and training.

ORGANIZATIONAL STATEMENTS

“Saving Lives and Property with Commitment and Excellence” - *Mission Statement*

“Our job is solving your problem no matter what it may be.” – *Customer Service Philosophy*

“To have a safe, educated and efficient customer orientated organization that provides a well balanced, performance driven services to a changing community”-*Vision Statement*

Organizational Values:

Compassion Courtesy
Respect Professionalism
Loyalty Teamwork
Innovation Honesty
Open communication

FIRE DEPARTMENT MANAGEMENT PHILOSOPHY

- People are our most valuable resource.
- We are accountable to those we serve.
- Pride, the pursuit of excellence, and commitment to public service is of paramount importance.
- Compassion, fairness, and integrity are practiced in all of our endeavors.
- Through active leadership, we shall promote the use of quality principles, concepts, and technologies.
- Value to the community is measured in the type and quality of services provided.

DEPARTMENT LOCATIONS, PHONE NUMBERS & WEB ADDRESS

Fire Administration	101 E. Sonny Dr.	Leander, TX	(512) 528-2848
Fire Station # 1	201 N. Brushy Dr.	Leander, TX	(512) 528-2856
Fire Station # 2	1950 Crystal Falls Parkway	Leander, TX	(512) 528-9403
Fire Station # 3	101 E. Sonny Dr.	Leander, TX	(512) 528-2848
Fire Training Center	101 E. Sonny Dr.	Leander, TX	(512) 528-2848

Department Web Page
<http://leanderfire.org>



Leander Fire Department Department Policy

Effective Date: October 2009	Policy Number: 1	Revision: October, 2009
Policy Title: Mission Statement	Source(s): City of Leander Fire Department Personnel	
Authorized by: Fire Chief	Revaluation Date: October 2011	Number of Pages: 1

PURPOSE:

This policy establishes the mission of the City of Leander Fire Department, defines why the City of Leander Fire Department exists, and the purpose it serves daily.

SCOPE:

Applies to all department members

POLICY:

It is the mission of the City of Leander Fire Department to save lives and property with commitment and excellence.

The Fire Department is responsible for extinguishing fires, providing emergency medical first response, educating the community on fire prevention issues, and maintaining firefighting equipment and fire department facilities. In addition, the Department enforces laws and ordinances pertaining to fire safety.

ASSOCIATED DOCUMENTS/FORMS:

None

RECORDS:

None



Leander Fire Department Department Policy

Effective Date: October 2009	Policy Number: 2	Revision: October 2009
Policy Title: Vision Statement	Source(s): October 2009	
Authorized by: Fire Chief	Revaluation Date: October 2011	Number of Pages: 1

PURPOSE:

The Vision Statement is a picture of our department in the future. Our vision statement is our inspiration, and the framework for all strategic planning.

SCOPE:

Applies to all department members

POLICY:

The Vision Statement for the City of Leander Fire Department is to have a safe, educated, and efficient customer driven organization that provides well balanced, performance driven service to a rapidly changing community.

PROCESS:

Steps to fulfilling vision:

1. Recruit value driven individuals for a combination department.
2. Provide clear and consistent leadership by developing current and future leaders.
3. Strive to provide a safer and healthier community that understands how their fire department functions.
4. Actively pursue adequate equipment to meet the ever changing community needs.
5. Judge performance based on measurements of quality, effectiveness, efficiency, and competence with emphasis on the safety and welfare of citizens *and* department personnel.
6. Hold ourselves accountable for meeting the responsibilities involved in fulfilling the organization's mission statement.

ASSOCIATED DOCUMENTS/FORMS:

NA

RECORDS:

NA



Leander Fire Department Department Policy

Effective Date: October 2009	Policy Number: 3	Revision: October, 2009
Policy Title: Values Statement	Source(s): City of Leander Fire Department Personnel	
Authorized by: Fire Chief	Revaluation Date: October 2011	Number of Pages: 2

PURPOSE:

The Values Statement gives personnel a written representation of the core priorities in the organization's culture.

SCOPE:

Applies to all department members

POLICY:

Leander Fire Department Values Statement:

The Leander Fire Department is a value driven organization that is in place to protect lives and property from fire and/or other types of disaster. The Leander Fire Department takes its ability to promote the general welfare of the community very seriously and is proud to serve the community to the best of its abilities and training.

The department makes its decisions based the following values:

- Our people are our most valuable resource
- We are accountable to those we serve
- Pride, the pursuit of excellence, and commitment to public service is of paramount importance
- Compassion, fairness, and integrity are practiced in all of our endeavors
- Through active leadership, we shall promote the use of quality principles, concepts, and technologies
- Value to the community is measured in the type and quality of services the organization provides

Leander Fire Department Values:

- Commitment to excellence
- Compassion
- Respect
- Professionalism
- Loyalty

- Teamwork
- Innovation
- Honesty
- Open communication

ASSOCIATED DOCUMENTS/FORMS:

None

RECORDS:

None

1. Objective - Values

To maintain and recruit a workforce that is professional and dedicated to the City of Leander as defined by the current values of the Leander Fire Department Handbook.

.Action Steps

1. Leadership and officers demonstrate the Mission, Vision, and Values and Leander way
2. Consult with current membership to make sure they understand and know the Mission, Vision, and Values of the Leander Fire Department.
3. Ensure that Departments values are readable and that they are broadly and effectively disseminated.
4. Provide new members with formal training on Mission, Vision, and Values.

Indicators of Success

1. Ability of all members to express the philosophy and reasoning behind the Mission, Vision, and Values of the Leander Fire Department.
2. Members consistently improve on scores form initial and on-going education programs covering Mission, Vision, and Values of the Organization.

2. Objective – Safer Community

Develop a community where the citizens are better prepared to prevent emergent events and have the knowledge to react appropriately when emergent events occur to them or the community. while understand appropriate use of emergency services.

.Action Steps

1. Educate the community on the roles and responsibilities of the fire department and its members
2. Provide current members education and tools to provide effective education to the citizens.
3. Identify education needs of different age, gender, and social classes.
4. Establish a process that helps prioritize request for fire department personnel to insure adequate response to the request.
5. Develop a process for tracking education based performance changes such as citizen initiated CPR, decrease in accidental fires, and other defined measures
6. Educate community on appropriate use of 911 and emergency services

Indicators of Success

1. Increase in the cumulative total of citizens that have had contact with Leander Fire Department in an educational environment.
2. Positive Change to defined measures that show increase of citizen involvement in emergent situations. Measured by increase in bystander CPR and 1st Aid
3. Develop an overall interest from the community in making the community and their lives safer. Measurable by decrease time of event to call for service.
4. Develop relationships with Schools on creating a juvenile fire starter re-education program and Plan for EMT programs in the school

3. Objective – Maintaining/Raising Expectations

Make sure the opportunity is created and maintained to keep individuals, groups, and the organization on an upward climb for a growth and better service delivery model compared against the expectation and standard established by the department and national organizations.

Action Steps

1. Make sure all department members understand the current expectations of them defined in policy and procedure.
2. Provide each department member feedback on how they are performing and what the expectations are.
3. Identify education needs of different age, gender, and social classes.
4. Establish a process that helps members submit suggestions and ideas for the department
5. Provide opportunities for people to be involved with certain items that improve them without impacting department timelines or performance.
6. Develop initial development in the cadet class or new employee orientation of expectations and involvement in all event types

Indicators of Success

1. Increase in the cumulative total of fire department members overall evaluation scores
2. Increase in involvement of personnel in all events the fire department does.
3. Increase of staff participating in planning of activities.
4. Improvement or elimination of members that currently do not meet expectations.

4. Objective – Professional Development

Develop an educational and experience process for each level of the organization to help in developing or expand skill sets for personnel.

Action Steps

1. Evaluate each level of the department and the expectation for that position.
2. Review skills need to meet expectations for the position.
3. Do individual assessment of current skills and desired skills to learn of each department member.
4. Create development plans for each member to help meet desired goals
5. Assist in providing education opportunities for people so they can meet goals that are part of the defined plan.
6. Determine people interested in advancement and level of advancement.
7. Prepare people for advancement after retirement of Fire Chief

Indicators of Success

1. Increase in education hours and certifications obtained from staff.
2. Increase in eligibility for testing process from internal candidates for employment and promotion.
3. Increase in number of current staff that complete formal education hours from level of higher learning.
4. Increase in understanding of job responsibilities of immediate supervisor from subordinates.
5. Have internal staff prepared for advancement as organization grows and changes.

5. Objective – Internal Communications

Provide timely and accurate information to all levels of the organization while allowing for information to be generated and received from any direction in the organization.

Action Steps

1. Keep information being delivered via forum and newsletter.
2. Continue regular scheduled meetings to provide updates to all groups and members of the department, especially about community changes and growth
3. Allow for two way communications at regular scheduled and advertised meetings.
4. Establish and educate members on proper chains of communications.
5. Commitment from all levels of management to commit to regularly deliver and obtain information.

Indicators of Success

1. Decrease in false information being spread
2. Decrease in stress of employee because they are more informed
3. Improvement in job performance because of a better understanding in expectations and goals

6. Objective – Staffing

Provide adequate staff to handle daily events in a safe, timely, and efficient manner that demonstrates a concern for external and internal customers

Action Steps

1. Annual Review and update staffing plan to match changes in community.
2. Provide education to citizens and elected officials on staffing needs and why.
3. Work on the creation of alternative funding source to help with staffing such as grants and Emergency Services District.

Indicators of Success

1. Decrease in extended work periods for staff
2. Decrease in overtime cost for callback and emergency staffing
3. Increase in staff at emergency events to establish safer work environment
4. Decrease in lack of units to be able to answer emergency calls.

7. Objective – Facilities/Station locations

Distribute resources in to safe and well equipped facilities that place in a manner to provide timely response to emergent events in the service area.

Action Steps

1. Review and update station location plan
2. Educate members and community on decision making process for station locations.
3. Develop and create relationship with developers and attach station location to developers agreements
4. Establish ordinance for impact fee

Indicators of Success

1. Decrease in response times for first due companies to alarms in their district
2. Increased safety in facilities for staff

8. Objective – Fleet/Fleet Replacement

Have adequate quantity of safe and standardized functioning fleet distributed to match needs of community.

Action Steps

1. Review and update fleet replacement plan
2. Educate members and community on decision making process for fleet need and replacement.
3. Develop and create relationship with outside sources to fund non-motorized fleet such as bike program and emergency management trailer.
4. Establish ordinance for impact fee

Indicators of Success

1. Decrease times for companies be in back up units because of primary units out of service
2. Increased safety features in all vehicles
3. Decrease in large replacement maintenance cost
4. All units become more similar in functional use and equipment

9. Objective – Equipment and Tools

Have high quality modern equipment and tools that allows the department to meet the needs of the community.

Action Steps

1. Research and test equipment before purchase
2. Standardize equipment on all fleet.
3. Develop and create a testing and reviewing process for equipment
4. Provide reasoning in testing for equipment/tool use by the agency.
5. Develop/maintain prevent care and repair schedules for all equipment/tools by qualified individuals.

Indicators of Success

1. Longer life of selected equipment
2. More satisfaction of equipment selected
3. Increase safety of users of equipment
4. Increase in customer satisfaction in actions of responders

10. Objective – Direct Growth

Actively participate and plan for growth instead of reacting to growth and results from increasing population

Action Steps

1. Review staffing, facility, fleet, and equipment plans to make sure they account for growth rate and community needs.
2. Plan a process which allows department officials to meet with other officials from city departments to discuss city growth and what is taking place.
3. Make sure decision to address growth issues are measured and the mission, vision, and values of the department and are being done for the correct reasons.
4. When engaging in new endeavors and programs make sure those items can be done with the same high standard and professionalism as current programs.
5. Actively do analysis of new threat created from increasing population, call volume, and additional businesses.

Indicators of Success

1. Better prepared to meet the needs of the community as they change, having less surprises and inabilities to handle events.
2. SOG and policies to match events and responses
3. Educated and trained workforce meeting the challenges of the community.
4. Better budget request to match projected community changes.

11. Objective – Recognition and Accredited

Have the department acknowledged on the national, state, and regional level for best practices and services provided to our customers.

Action Steps

1. Create ample opportunities for at home as well as state and national levels for education and participation.
2. Proactively attaining state, regional, and national awards by applying for awards
3. Have ISO review city and department in spring 2009.
4. Write and have published articles on actions of the department in trade journals.
5. Develop relationship with TEEX to provide training programs at facilities.

Indicators of Success

1. Successful attendance at all hosted regional schools.
2. Receiving award for services
3. Receive better ISO rating for community.

12. Objective – Public Safety/Government Partnerships

Work to develop and maintain relationships with all partners including government officials at all levels. Prepare for decreasing availability of public safety partners assistance during emergencies in

Action Steps

1. Continue an open door policy of the fire department for all our partners.
2. Educate staff on elected and non-elected city officials. Educate staff to leaders and chiefs in other departments.
3. Educate and prepare staff to be able to fulfill roles being filled by other agencies during emergent events in the City of Leander if needed such as ALS-EMS and Haz-Mat
4. Regularly meet with partners to exchange information on status and activities in different agencies.
5. Participate in regional, state, and local level organizations to be better informed and prepare for changes in rules and regulations, and laws.
6. Educate officials on mandates, statues, and regulations that control and direct fire service.

Indicators of Success

1. Support from elected officials for the fire department and its programs.
2. Recognition of elected officials by staff at functions
3. Educated and trained workforce meeting the changes in the community.
4. Continued support of current agreements and response support by all agencies
5. Able to be prepared if service delivery from partners changes.
6. Decrease in unexpected and unfunded mandates.